THE JOHNS HOPKINS UNIVERSITY · BALTIMORE, MARYLAND 21218

CHARLES E. WOLFKILL
Director
Office of Accounting Services

(301) 338-8157

January 16, 1978

TO WHOM IT MAY CONCERN:

Ms. Debra Nicholson was employed by the University on November 4, 1974. As a clerk in our Student Accounts Office, she was instrumental in organizing the billing function for tuition and fees paid by third-party agencies. Her initiative lead to the recovery of $20,000.00 in billings considered uncollectible. In May, 1976, Debra was promoted to Data Control Specialist with responsibility for controlling the system for billing tuition and fees for the School of Arts & Sciences and The Evening College. Over 10,000 individual accounts are maintained in this system. Debra made many contributions to the existing system which we continue to utilize. In February, 1977, Debra moved to her present position of Staff Accountant. In this position she is responsible for the reconciliation of all University bank accounts, as well as the auditing and control of petty cash funds and travel expenditures.

Debra's performance has continually been rated above satisfactory. She has grown with every task assigned her and always welcomes new challenges. Although she has little formal education in the areas for which she is responsible, her intelligence and attitude have assisted her in overcoming this limitation. I have always been pleased with Debra as an employee and consider her an asset to my staff.

Sincerely,

cc: Personnel File; Debra Nicholson